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LOS ANGELES COUNTY

CONTRACT SERVICES PROGRAM

MUNICIPAL-TYPE SERVICES PROVIDED TO CITIES

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WEED ABATEMENT SERVICE PROVIDED TO CITIES  
LOS ANGELES COUNTY AGRICULTURAL COMMISSIONER

The Agricultural Commissioner provides a full range of weed abatement services which include hand cleaning, disking, mowing, herbicide treatment, and violation notice enforcement procedures. The Weed Abatement Division of the Agricultural Commissioner assumes full responsibility for the organization of field work, the investigation of all complaints, the handling of damages resulting from clearing operations, the collection of all liens, and the presentation of statements of intent to the city council.

During the spring and summer months, weed abatement becomes a very demanding program which can totally limit the fire prevention staff of any governmental agency. A separate agency handling only weed abatement responsibilities gives fire prevention officers the time they need to inspect commercial buildings, public dwellings, etc.

There is no direct cost to a city. The only costs which could occur are those imposed by the District Attorney when court action is required to obtain compliance. These charges are nominal and rarely do cases have to be taken to court. The cost of the Weed Abatement Division is offset by revenue. The administration costs of such a program when administered by a city become fairly high on a per-parcel basis. The Agricultural Commissioner's program is County-wide, serving 40 cities and all the unincorporated areas of the County. All administrative costs related to lot clearing operations can be recovered over this large base at a relatively low per-parcel rate.

The Agricultural Commissioner is very aware of taxpayers' sensitivity and concerns over the cost of government. The Division is constantly investigating new methods in weed abatement to ensure that the service is the most efficient and the most economical available. They incorporate the use of County-owned and vendor-owned equipment and employ them in a balanced operation which ensures prompt and complete service at all times in most situations. They employ as small a permanent staff as possible to cut the additional costs of employee benefits and lost time in the off season. During the more critical periods of spring and summer, additional recurrent employees are hired to supplement the permanent work force.

Actual lot cleaning operations begin on or about April 1 of any given year with an expected completion date of June 30. The program is designed to completely eliminate fire hazards on vacant lots with a single annual clearing which saves the property owner





a great deal of expense. Secondary clearings are handled on a complaint basis in addition to routine year-round surveillance by our inspection staff. Regrowth rarely becomes a fire hazard and secondary clearance is usually to remove a nuisance or health hazard.

The Division's notification procedure is designed to give the individual city ultimate authority and control over those parcels and property owners to receive notice to destroy weeds on vacant properties. The Agricultural Commissioner's inspection staff will prepare a list of those parcels which are or could become fire hazards which, along with a resolution prepared by his administrative staff, will be submitted to the city council for review and adoption. Then, upon the council's request, notices will be mailed to the respective property owners under the city clerk's name as specified in Section 39567.1 of the California Government Code. All such property owners will be able to attend a protest hearing held by the city council, at which time representatives of the Agricultural Commissioner will be in attendance to entertain questions and answer specific individual requests. For the added protection of the property owner, it is standard policy to send secondary notification when it is estimated that the actual cost of clearing for other than routine discing will exceed \$150. The actual costs of clearing are accumulated on a fiscal-year basis and are submitted to the city council for review before they are posted to the tax roll.

In the case of an incorporated city which is already a member of the Consolidated Fire Protection District, the annual declaration and charge procedures will be conducted through and before the Board of Supervisors of the County of Los Angeles.





## SERVICES AVAILABLE FROM THE LOS ANGELES COUNTY COMMUNICATIONS DEPARTMENT

The Communications Department, as a service-oriented organization, is capable of providing cities with a large number of support functions. These services include telecommunications engineering and maintenance, analysis of communication requirements, telephone operator staffing, user training and orientation programs, and mail services. The type and extent of the service provided is wholly dependent upon the provisions of each individual city contract. The following narrative is a description of the basic services available.

### Telecommunications Engineering and Maintenance Services

Among the engineering services available are the design of radio, microwave and data telecommunication systems and the development and implementation of audio and video origination and distribution systems, security and telemetry systems and telephone systems. The engineering staff oversees all phases of work from planning and installation through actual operation. Additionally, our engineers review and assess communication equipment specifications for users.

Basically the Department will provide, with approval of the Board of Supervisors, construction, installation and maintenance service on most electronic equipment owned by any city, requesting contract services. This includes, but is not necessarily limited to service on mobile radios, base station radios, radio receivers, radio consoles, portable radios, mobile electronic sirens, radar, fire alarm systems, public address systems, radio paging and pagers, closed circuit television, dictating equipment, central dictating systems, data communication systems including data modems, line printers, computer terminals, mini computers, etc., biomedical units (paramedic telemetry units), broadcast television receivers, projection systems, television studio equipment and microwave systems.

Maintenance services are provided on premises or at 1110 North Eastern Avenue, Los Angeles. A branch office located at 38126 Sierra Highway, Palmdale, handles the northern half of the County. Standard working hours between 7:30 a.m. and 4:00 p.m., Monday through Friday, are maintained. A dispatchers unit is available 24 hours a day, seven days a week, to handle emergencies during the weekends, holidays and after hours.

### Telecommunications Operations and Telephone Services

From an operation standpoint, service could be provided in the form of analysis of communication requirements, staffing telephone switchboards, communication equipment user training, and mail services. The telephone analysts evaluate data on requirements for new, changed, or added telephone services and prepare plans and recommendations for the most efficient and economical telephone service to meet user needs. In doing so, the Department becomes directly involved in determining number of stations and trunk lines, type and capacity of switching apparatus, and other equipment specifications. In a continuing effort to provide better service, this Department's personnel field and expedite telephone requisitions and interface with the telephone companies to insure compliance with approved plans.





Telephone operator staffing is another integral service provided users. Having been trained on the latest communication equipment cordless consoles, including such systems as Centrex, Stromberg-Carlson, 770 and 812, these operators are capable of providing efficient, courteous service as well as expeditious handling of telephone calls.

Another major service provided by the Communications Department is user training and orientation. The Department is equipped to conduct telephone operator, radio telephone operator, and user telephone training programs. Due to increasing need and demand, the scope of our training program has expanded to include mobile radio and mobile telephone user training and paramedic radio equipment orientation.

Our mail services division basically offers two vital services - mail delivery and metered mail. Because of readily available resources in delivery vehicles and manpower, mail deliveries are made twice daily to subscribers throughout the County. Additionally, after messenger pick-up, mail is normally delivered to the receiving facility within 8 working hours. Still another advantage is manifested in cost reduction because, owing to the high efficiency factor of our centralized operations, County messenger and delivery services are provided less expensively than could be furnished by the U.S. Postal Service or private postal services.

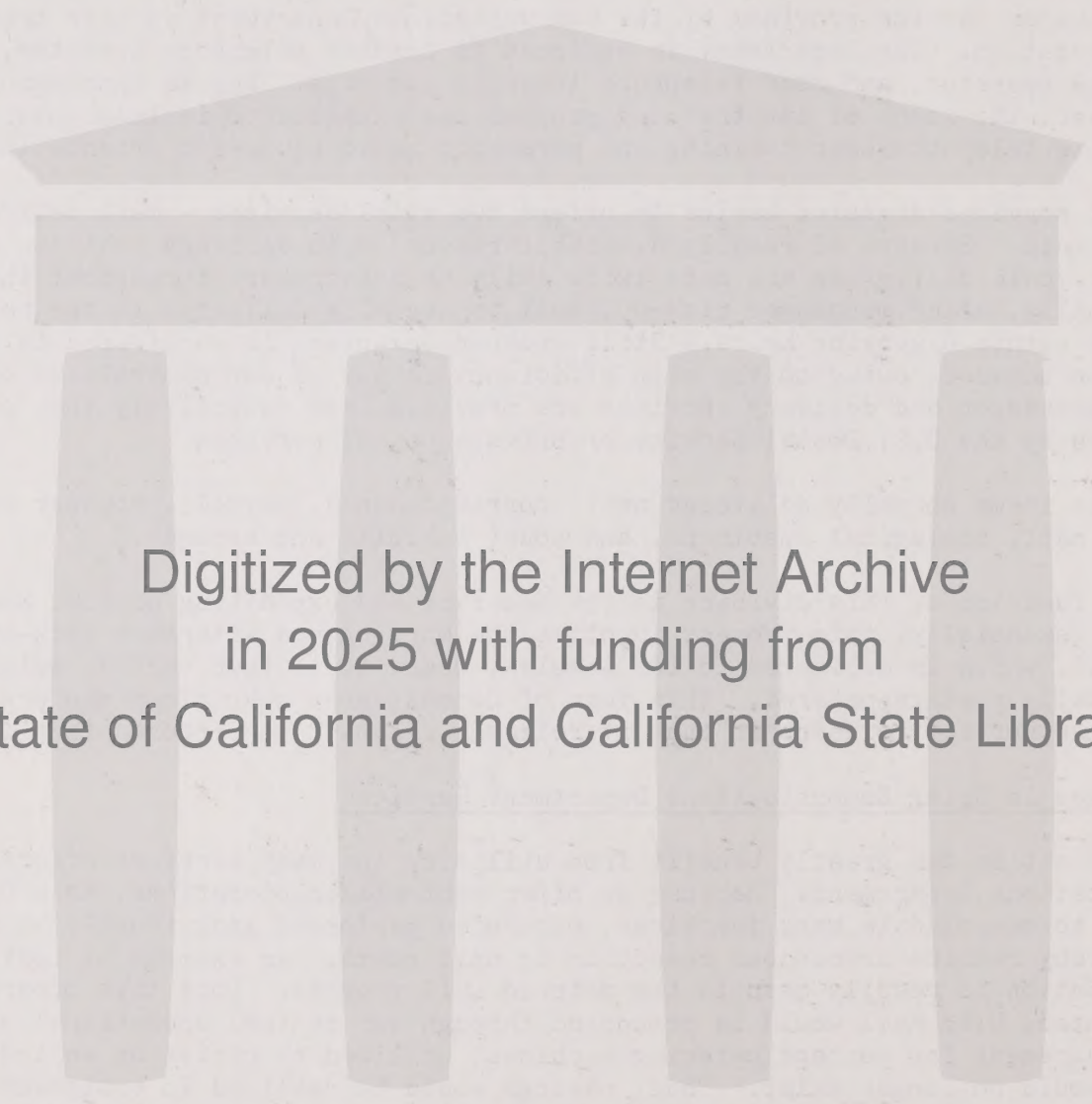
Among the items normally delivered are: correspondence, payroll, voucher and secured mail, biological specimens, and court exhibits and records.

Another function of this division is the metering and expediting of U.S. Mail for users. Essentially, this process involves the morning and afternoon pick-up of U.S. Mail, which is delivered to Los Angeles, where it is then sorted, weighed and mechanically postage metered. This form of consolidated operations can provide invaluable service to users in that it releases manpower to perform other functions.

#### Advantages in Using Communications Department Services

Contract cities can greatly benefit from utilizing the many services offered by the Communications Department. Because we offer centralized operations, this Department is able to consolidate many functions, otherwise performed individually by cities, and thereby realize tremendous reduction in unit costs. An example of cost savings consolidation is readily seen in the metered mail program. Once this program is implemented, U.S. Mail would be processed through our central operational unit, and the requirement for postage metering machines, utilized by cities on an individual basis, would no longer exist. Thus, savings would be realized in equipment costs and labor. Another advantage is the technical expertise available in the engineering and analysis divisions. Through this service current and future telephone equipment needs are systematically analyzed and extremely cost-effective telephone configurations are developed. Perhaps, another underlying advantage is the interface we provide on behalf of users with the telephone companies and private vendors. This necessary liaison usually results in faster problem resolution and maximum coordination of efforts.





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MUNICIPAL SERVICES PROVIDED BY THE  
LOS ANGELES COUNTY DEPARTMENT OF COUNTY ENGINEER

The Los Angeles County Charter and Government Code provide the authorization whereby a city and the County may enter into agreements empowering the County to provide municipal services.

The Department of County Engineer has contracted with cities since the mid-1930s. The first services consisted mainly of the enforcement of building laws. The cities of Avalon, Azusa, Claremont and La Verne have contracted for building inspection since those early days and continue to do so.

In order to provide better public service, the Board of Supervisors authorized the decentralization of the Department of County Engineer into regional offices. In addition to the central office, the County Engineer now maintains seven regional offices.

With the advent of the County Contract Program, the Department extended the scope of the municipal services making the engineering staff resources of the regional offices available to contracting cities. These services are performed under the direction of the regional engineer in the local regional office.

The work falls into four main categories:

Enforcement of local ordinances affecting private construction and related activities concerning the development and improvement of private property. This entails administration of the city building, plumbing, electrical, and mechanical codes; the review of plans for these installations prior to issuance of permits; and the coordination of related elements, such as geology, flood hazard, and industrial waste control.

Property Rehabilitation. The ordinance and the mechanics of implementation are available to cities for the upgrading of substandard buildings on private property. The program can be used to the degree needed to meet the cities' requirements. The procedures are qualified to meet the Federal government's standards where property rehabilitation must be performed in conjunction with certain federally funded code enforcement projects.

General Engineering. The design of sewers, storm drains, including the surveys, appraisals, right-of-way acquisition, and construction inspection for such municipal improvements are under the direction of the regional engineer. These general engineering services also include the plan checking and inspection of similar improvements constructed by developers and property owners.





Municipal Engineering performed in the regional office is the complete administration of special assessment districts formed under the provisions of the Streets and Highways Code. The most common of these are 1911 and 1913 Improvement Act Projects. All phases of the work are accomplished in the regional office including preparation of petitions for circulation, engineering design and plan preparation, assessment spreading and legal notices required under the Acts, and construction inspection. The personnel performing the assessment work are trained in the procedural aspects and, in concert with the City Attorney, provide the necessary resolutions, legal descriptions, and other documents. Types of projects include sanitary sewers, storm drains, and other municipal improvements normally within the jurisdiction of the County Engineer. In addition, the County Engineer performs the assessment and procedural portions of street improvement projects designed and constructed under the jurisdiction of the County Road Commissioner.

The majority of the costs of most engineering and inspection services are defrayed by the deposits and permit fees. Property rehabilitation is not a recoverable item; however, demolition contract charges may be recovered.

The regional engineer is the County Engineer's deputy and official representative. In those cities where the County Engineer has been appointed City Engineer or Building Official, he is in effect the Deputy City Engineer or Building Official and available to serve the City in a staff capacity when asked.

The key factors contributing to the successful conduct of any contractual service provided is communication and planning. Involving the Engineer in the early stages of contemplated municipal improvements is the best assurance of a successful project. He will then be able to derive a realistic schedule to accomplish the timely completion of the work.





MUNICIPAL SERVICES PROVIDED BY THE  
LOS ANGELES COUNTY DISTRICT ATTORNEY'S OFFICE

The District Attorney is a constitutional officer and the Legislature has prescribed his duties. As an elected official, he must conduct all prosecutions of felony offenses occurring within his jurisdiction. His responsibility toward the prosecution of misdemeanors, however, does not extend to all cases.

A misdemeanor can be a violation of some state law such as the Penal Code, Vehicle Code, or Fish and Game Code, or it can also be the violation of some local ordinance. If the misdemeanor occurs in unincorporated territory, the District Attorney has the duty to prosecute regardless of whether the crime is a violation of state law or local ordinance. However, if the offense occurs within the boundaries of an incorporated city, he has the duty to handle the matter only if two conditions exist: (1) it is a violation of state law and (2) there is no local city prosecutor charged with the responsibility of prosecuting.

The office of City Prosecutor can be established in two ways. In the case of a chartered city such as Los Angeles, both the office and the duties are spelled out in the charter. General law cities establish the office and responsibilities by ordinance.

Many general law cities have chosen to have a City Attorney without assuming the responsibility of prosecuting their own misdemeanor cases. In these communities the city may contract with the District Attorney's Office to handle the prosecution of all misdemeanor cases that are violations of city ordinances.

Our billings are submitted to the County Auditor-Controller on a monthly basis. We charge only for time actually spent on cases-- conferences, complaint preparation and actual courtroom appearances-- in 15-minute increments.

At the request of a special committee of city managers and city attorneys, the District Attorney created a special service for cities. Three members of our staff, senior trial lawyers, have been appointed to specialize in violations of local zoning, licensing and building and safety code ordinances. They are well versed in the law in their specialized fields and travel directly to local communities to conduct office hearings, draw criminal complaints, and handle the trial work.





MUNICIPAL SERVICES PROVIDED BY THE  
LOS ANGELES COUNTY FIRE DEPARTMENT

Inclusion of a city in a Fire Protection District is accomplished through provisions of the Health and Safety Code of the State of California, Part 2.7, "Fire Protection District Law of 1961". The Fire Protection District tax levy provides for all fire protection, rescue and resuscitator services plus all Fire Department support services such as supervision, dispatching, fire prevention, training, structural and equipment maintenance, supplies, procurement, retirement, workmen's compensation and liability insurance and all other services needed to keep a modern Fire Department functioning efficiently.

A city council may, pursuant to Section 13908 of the aforementioned District Law, arrange to pay the whole or part of the Fire District ad valorem tax levy from city general funds. In this way, non-property tax revenue may be used to support the fire services provided by the District to the city. This provides means whereby property taxes may be reduced as other revenue sources increase.

Once included with a Fire Protection District, no further action is required by a city for the continuing of fire protection services by the District. Should the city decide to withdraw from the District, provisions for the termination of District protection are contained in the Fire Protection District's Law of 1961.

The County Forester and Fire Warden is the administrative head of the Fire Protection Districts and is assisted by a Chief Deputy and four Division Chiefs. The fire fighting forces are under the direct supervision of a Division Fire Chief. These forces are divided into six Field Divisions and each Division is under the direct supervision of a Division Assistant Fire Chief. A Captain is assigned to each engine or ladder truck company. In order to provide constant around-the-clock coverage, Battalion Chiefs and station personnel are required to work a three-platoon schedule.

Dispatching of fire apparatus to emergencies is accomplished through one of the three Dispatching Centers maintained by the Department. Amount of equipment and manpower dispatched to fires is in accordance with the requirements of the Insurance Services Office.

Response of equipment and manpower to fires varies from three engines, a rescue squad and a Battalion Chief with a total of 12 men for residential fires, to at least 6 engines, 2 ladder trucks, 2 rescue squads, and 3 Chief Officers with a total of



48 men to a third-alarm fire in a high-value area. Move-ups are made to cover all areas of departmental responsibility when locally stationed equipment is committed to a fire.

Fire investigators investigate all fires of unknown origin and all other fires within a city where the property loss exceeds \$2,500 to determine the cause and to assist in the apprehension of persons responsible for such fires.

Bureau Inspectors make inspections of all flammable liquid installations, large commercial and industrial installations, schools, institutions, theaters, dance halls and similar life-hazard occupancies within a city are handled by the station personnel.

This Department could enforce a city's existing Fire Prevention Ordinance or the city could adopt the Uniform Fire Prevention Code used by this Department and the 39 cities it serves.

The Fire Prevention Bureau is responsible for the enforcement of all State, County, and City laws and ordinances relative to fire safety. A staff is maintained to coordinate the various phases of fire prevention, including liaison with other agencies, research and development on new trends in fire prevention, testing and evaluation of new materials, maintaining records and handling correspondence.

All matters concerning water systems, fire hydrants, public and private, fire flows, etc., are the responsibility of the Fire Protection and Engineering Detail of the Fire Prevention Bureau. Zone changes, subdivisions and building plans are checked for water and access requirements. Special studies and fire flow testing of systems are conducted both for departmental or city studies and in cooperation with the Insurance Services Office.

Public education programs are conducted in schools, clubs, scout groups and industrial plants to inform the public of fire safety measures that can be taken to protect their lives and property.

Inspectors check all plans for new construction of public assembly and hazardous occupancy buildings within a city to insure that adequate fire safety is built into all such buildings.





SERVICES PROVIDED TO CITIES  
LOS ANGELES COUNTY DEPARTMENT OF HEALTH SERVICES

The services provided by contract with the Los Angeles County Department of Health Services may be divided into two areas:

1. Public Health Services
2. Ambulance and Hospital Emergency Services

All services are provided through the Director, Department of Health Services, located at 313 North Figueroa Street, Los Angeles, 90012.

A description of each service is presented below.

Public Health Services

The Community Preventive Health Program conducted by this Department is comprised of the following basic services:

- Alcohol Program Services
- Communicable Disease Control Services
- Environmental Management Services
- Family Planning Program Services
- Health Education Services
- Maternal and Child Health Services
- Nutrition Services
- Occupational Health Services
- Preventive Health Services
- Public Health Social Work Services
- Radiological Health Services
- Vital Record Services

Availability of Above Services

The Community Preventive Health Program operations has divided Los Angeles County in five Health Services Regions. Within these regions there are 23 health districts with 24 major health centers and 36 subcenters. Each of these districts is administered by a District Health Officer and a key staff of professional public health workers comprised of registered sanitarians, public health and clinical nurses, physicians, social workers, nutritionists, and other supportive personnel. The regional operation is administered by the Regional Director.

Legal Authority

The legal authority for the Community Preventive Health Program is as prescribed in the State Health and Safety Code. Under Section 476 of this Code, the governing body of the city has





the right to consent by resolution or ordinance for the County Health Officer to enforce and observe in the city all of the orders, quarantines, regulations, and rules prescribed by the State Health Department and all statutes relating to the public health.

This Section has been activated by 75 of the 78 cities in this County, which in essence turns over the responsibility for the health program within a city to the County Health Officer. (The first city in the County to authorize this service by the County Health Officer was the City of Pomona in 1919.)

In addition to the above authorizations, cities have the right and are encouraged to adopt the County Public Health Code and to require the County Health Officer to enforce its provisions within the city.

There is no charge levied against a city for enforcing the State laws or the County Public Health Code. There is, however, a public health license ordinance which is County-wide in scope that requires individual establishments to pay a public health license fee to the County Tax Collector. These fees are to recover the costs of the Health Officer in enforcing the State laws within the establishments.

If a city desires the County Health Officer to enforce local health and sanitation ordinances not covered by State law, a contract must be executed between the city and county for this service. This contract provides for the city to pay the costs of the County for this added service. The contracts as now written are in effect until revoked by the city or the County. Billing for this service is on a quarterly basis unless otherwise dictated by the city. Most of the incorporated cities do not have these local ordinances and rely upon the State law and County Health Code for public health controls.

Mobile-home park inspection under the State law can be initiated by the city, and the County Environmental Management Program will make the necessary environmental sanitation inspections. The cost for this service is obtained by the County collecting and retaining the State fees provided therefore, or if the city desires to collect these fees, then the County will bill for the services, all based upon the County Auditor's annual calculations.

Ambulance and Hospital Emergency Service (also known as the Emergency Aid Plan Program)

The Los Angeles County Emergency Aid Program was authorized by the governing body of the County, the Board of Supervisors, on July 1, 1947. This Program was formally administered by the



Los Angeles County General Hospital. It is now administered by the Department of Health Services and has two major objectives:

1. Prompt transportation of sick or injured persons to a medical facility.
2. Prompt medical attention for such injured or sick person at a medical facility.

#### How the Program Works

The Program works in the following manner: The County has an agreement with private ambulance companies to provide ambulance coverage for the total area of the County. Similarly, the County has agreements with private hospitals so that there are adequate available medical facilities in the various areas of the County.

The normal procedure followed in handling an injured or sick person is as follows: When police authorities are notified of an incident, they notify the local fire department to dispatch a paramedic unit to the scene to care for the injured patients, and a police radio car is dispatched to the scene. If an ambulance is determined necessary by the paramedics at the scene, request is made through the officer's station to call the nearest ambulance company under agreement with the County. Upon arrival of the ambulance, the police officer fills out a form. After completing the form, the ambulance is directed to take the patient to the nearest hospital which is under agreement with the County to handle such cases.

Upon arrival at the hospital, the patient receives immediate medical attention with a minimum of admitting forms to be completed. This is made possible by virtue of the fact that the hospital and the County have an agreement for the care of such injured persons.

#### Patients Have Choice of Treatment Facility

Injured or sick persons utilizing this program, at their request, may be taken to a hospital which is not under agreement with the County or to a doctor's office. If the patient elects this choice, then all charges for the service of the ambulance company and the hospital become the liability of the patient, and admission to the hospital is his responsibility.

When the patient's condition does not permit him to make a choice and in those cases where there apparently are no funds to pay for ambulance transportation or medical care, the patient will be taken to the nearest hospital under agreement to the County.

It is emphasized that the patient has choice of treatment facility; however, in the event that the patient elects to be taken to a medical facility not under agreement to the County, then the





patient assumes all responsibility for charges. This same choice may be exercised by the patient even though he has been taken to a hospital under agreement to the County. If the patient so elects, he may be transferred from his hospital to another hospital of his choice after having made financial arrangements for his bill with the original hospital.

For medical indigent patients, the hospital, once the patient's condition has become stabilized, will arrange to have the patient transferred to the appropriate County medical facility. Transfer, of course, cannot be made until the patient's medical condition permits it.

#### Area Served by the Program

Originally, the program was established for the benefit of injured persons who reside within the unincorporated areas of the County of Los Angeles. However, through the years many cities have elected to join the program rather than provide their own emergency service. The success of the program is clear from the fact that currently 72 of the 79 incorporated cities in the County utilize the program.

#### Not a Free Plan

Under the Emergency Aid Plan Program, those persons receiving medical treatment are expected to pay the cost of the service and ambulance transportation.

In the case of persons who do not have ability to pay for the service, e.g., medical indigents, the cost is borne by the taxpayers. (Note: 83 percent pay for the service provided by hospitals themselves.)

It is emphasized that collection from the patient is secondary to the prompt provision of necessary ambulance transportation and medical treatment. Following this, the ambulance company and the hospital that is under agreement to the County are required by terms of their agreement to attempt to collect for the cost of the service rendered. In most cases where collection is not possible the ambulance company and/or the hospital certify to the County that a bona fide attempt has been made to collect and that the person is unable to make payment. In these instances, the County pays under the terms of the agreement with the ambulance companies and hospitals. Eventually the County will again bill the patient for the cost of service with the hope that the bill be paid in full, or partially, over a long period of time or perhaps at a later date when the patient may have financial ability.

It is to be noted that by law, the medical care costs for the medical indigent are the legal responsibility of the County. In the case of ambulance service for medical indigents, under the program injuries occurring in unincorporated territory are the





financial responsibility of the County, and injuries occurring in any of the cities utilizing the program are the financial responsibility of the city involved.

### Charges

#### Ambulances:

For those injured and sick persons able to pay, the cost of ambulance hire is the regular schedule of rates which is established by County Ordinance. For those persons who are unable to pay, the rates charged are in accordance with the schedule of rates between the County and the ambulance company.

#### Hospitals:

For those patients able to pay for hospital service, billing to the patient is at the normal charges of the hospital involved.

For those patients unable to pay for hospital service, the hospital bills the County under the rate schedule included in the agreement with the County.

### Forms Utilized for Control of the Program

Upon dispatching an ambulance to a hospital under agreement to the County, the police officer at the scene completes an authorization form. This form is made out in triplicate. The ambulance driver is given two copies, one of which is retained by the ambulance company, and the original copy is to be presented to the hospital to which the patient is being taken. The police officer retains one copy of the form. The police department's record of the case is verified by the desk log at the local station as well as the copy of the authorization form made of the incident.

A copy of the log entry is forwarded to the Los Angeles County Department of Health Services to alert that Department concerning the injured person and his disposition.

Upon arrival at the hospital, the ambulance driver presents one of the two copies of the authorization form completed at the scene of the incident. This form initiates immediate admission and treatment.

If the ambulance company is unable to collect from the patient, the ambulance company will forward a claim form to the County. Similarly, for those patients unable to pay for the hospital service, the hospital in question forwards a claim form invoice to the County. Also, attached to the claim is the copy of the original form completed at the scene of the incident.



Upon receipt of claims, the County will verify that the incident did occur. This verification is obtained from the copy of the police station log that has been previously forwarded to the County. For payment of ambulance service occurring within one of the cities under contract to the County, the County will pay the ambulance company and then bill the city for the same amount. In these cases, the city may then attempt to collect from the patient for the ambulance service rendered. It is to be noted that the city may charge the patient at the schedule of rates originally charged by the ambulance company rather than the reduced schedule charge the ambulance company was paid by the County. In many instances, the cities do effect collection since the patient's financial condition may change to the point where he now has the ability to pay.

### Summary

Over the years the Emergency Aid Program has operated effectively in providing immediate ambulance service and medical care to injured persons. Numerically, there have been relatively few complaints from the public or private operators regarding lack of service, overcharges, etc. Whereas prior to the start of the program there were many citizen complaints concerning delay in providing ambulance service and hospital care for injured and sick persons.

The County Sheriff's and Fire Departments and the other municipal and fire departments involved in the program have expressed satisfaction with the program since it has permitted their personnel to effectively and efficiently deal with injured persons at the scene of an incident.

In addition to the daily service which the program provides for injured persons throughout the County, the Program provides a ready-made network for ambulance service and hospitals for use in the event of a natural disaster.

In summary, the program has preserved life and limb through providing immediate ambulance service and medical care to injured and sick persons.





## SERVICES PROVIDED TO CITIES DEPARTMENT OF PARKS AND RECREATION

The Los Angeles County Department of Parks and Recreation is available to perform the complete needs of a city in the areas of park, recreation, and roadside trees services. This ranges from planning and initiating services, to maintaining facilities and conducting programs, to assisting a city in setting up its own department(s) to provide such services. The broad scope of services available enables a city to choose between contracting for the entire range of services, selecting specialized services, or services on an as-needed basis. Often a city will find that the County is able to provide these services at less cost to the city than would be incurred were the city to perform these services with its own personnel and equipment. The following services are available to any contract city upon request.

### Roadside Tree Services

The Roadside Tree Division provides complete tree maintenance service for street trees, trees in parks, and trees on grounds of public buildings. This service includes inspection of each request for service and prompt response to emergency situations involving trees and public safety. A Roadside Trees Maintenance Program may include planting, trimming and spraying, tree surgery, removal of dead and hazardous trees, and advice to property owners. The issuance of permits to private citizens for planting, trimming, and removal of parkway trees may be performed as a contract service.

Removal of storm-damaged trees from roadways is provided on a 24-hour basis to cities requesting this service.

### Park Maintenance Services

The maintenance and landscaping of local parks, civic center buildings, and median strips is also a service available to requesting cities. This service includes the planting, cutting, edging, watering, reseeding of grass, and maintenance of flowers and shrubs.

The Grounds Maintenance Division has jurisdiction over these services along with similar services at all County-owned facilities of the same nature. A District Foreman is available for continuous consultation with city representatives regarding the maintenance requirements and adequacy of service.





## Construction and Maintenance Services

Constructural planned developments desired by cities can be provided by the Construction Division to which the skilled craftsmen are assigned. Grading, installation of manual or automatic sprinkler systems, landscaping and the maintenance of the resultant improvement in conjunction with the Grounds Maintenance Group are available by contract.

Structural improvements can be undertaken up to the \$10,000 Force Account limitation (\$6,500 labor; \$3,500 materials) as stated in the California Government Code.

## Recreation Services

The various types of recreation services rendered include but are not limited to conducting athletic clinics and programs; programming preschool, senior citizen, and mentally retarded programs; and providing various cultural experiences.

The Recreation Areas Division is responsible for this service along with the operation of all recreation facilities in the unincorporated territory.

## Swimming Pool Services

If a city so desires, an agreement can be entered into providing for the County to operate and maintain a municipal swimming pool. Such services as providing lifeguards, swim training classes, swim programs, and pool maintenance are available. This service could extend throughout the entire year or for the summer swimming season only.

This service is provided by the Pools Section, which is responsible for operation of all County swimming pools and inland aquatic areas.

## Other Services

Along with the standard services outlined above, the Department of Parks and Recreation can provide any service required by a city related to park and recreation activities. This includes such services as planning municipal parks and landscaped areas, preparing a master tree plan, planning a complete city recreation program and providing short-term services that are not intended to be continuous.

The authority for the Parks and Recreation Department to provide these services is vested in the County Charter and pursuant to the city having a current general services agreement with the County. To initiate any of the services, a city should obtain a



resolution from its city council depicting the type of service desired and any other special provisions to be included in the agreement. The one resolution can serve to authorize the service on a continuous annual basis or provide the authority for the department to render a service only upon special request of the city. If it is a continuous service, written notice at least 90 days prior to the beginning of a fiscal year is required to discontinue the service.

The charges for all services to cities is based on actual labor, materials and mileage costs, plus the applicable departmental and general County overhead. Billing is on a quarterly basis unless otherwise requested.





MUNICIPAL SERVICES PROVIDED BY THE  
LOS ANGELES COUNTY DEPARTMENT OF PERSONNEL

At present, personnel services provided to cities are primarily in the areas of testing and selection of qualified personnel and medical examinations. Other services such as classification, salary surveys, commission hearings, training, and employee relations consultation are also available as the need arises.

Selection services include printing bulletins, preparation of appropriate examinations, proctoring, scoring, interviewing, preparation of eligible lists, notification of scores, and analysis of any appeals that might result from an examination.

Medical examinations include review of medical history, all laboratory tests and analysis, X-rays, and examination by a physician. If there are clinical indications, an EKG and additional X-rays will be included.

The cost of the various services is adjusted each year on July 1. The cost is based upon the actual cost to the County for the service. The County is prohibited from making any profit on services.

State legislation and the County Charter provide the legal basis for cities to contract with the County of Los Angeles for the services above.

Jurisdictions wishing to secure these services fall generally into three categories:

- I. Those that have a General Services Agreement in effect with the County and a specific resolution for personnel service.
- II. Those that have a General Services Agreement with the County with no specific resolution for personnel services.
- III. Those that have no General Services Agreement with the County.

If a jurisdiction falls into Category I with medical examinations conducted by the Department of Personnel and wishes also to contract for selection examination, it need only indicate to the Department of Personnel that the service should be added.

If a jurisdiction falls into Category II with no resolution covering personnel services, it would be necessary for the legislative body of the jurisdiction to make a specific request for this purpose to the Board of Supervisors through the Chief Administrative Office, Special Services Division.





If a jurisdiction falls into Category III, its legislative body must execute a General Services Agreement and request personnel services. Once the Board of Supervisors has approved the request, the jurisdiction may call for any type of personnel service at any time. The agreement is in effect for five years and may be renewed for five-year periods. In the event either jurisdiction wishes to void the contract, it may do so on 60 days' notice.

The Department of Personnel offers a complete range of personnel services to all public jurisdictions within the County of Los Angeles and currently provides services of various kinds to 23 cities and school districts.

#### Contract Services Testing Program

The full-service program would include all the following procedures:

1. Analyzing personnel needs and assisting in planning to meet these needs.
2. Determining minimum requirements or assisting in their determination.
3. Consulting with you about the appropriate type of examination program to meet specific personnel requirements.
4. Preparing, duplicating, and distributing your examination announcements to 1,000 separate addresses within Los Angeles County.
5. Reviewing, evaluating, and making decisions in connection with applications filed for each exam.
6. Preparing and administering the most appropriate examinations, including written tests, interviews, performance tests and other evaluative techniques. Examinations are administered at a time and place mutually agreeable to your agency and the County.
7. Scoring of each part of the examination; calculating final grades including any veteran's credits and seniority and efficiency credits allowed by the district; and preparing eligible lists.
8. Preparing and mailing notices to candidates.
9. Furnishing eligible lists and related information to your agency.



10. Processing any protest or appeals which may result from the examination.
11. Consulting with the appointing power about examination results, qualification of eligibles, and the use of eligible lists.

In addition, the jurisdiction would receive the benefit of the most extensive validation research program in Southern California. Information obtained from this program is available to the jurisdiction as a part of this service.





SERVICES PROVIDED TO CITIES  
LOS ANGELES COUNTY PUBLIC LIBRARY

The Los Angeles County Public Library System, a special fund department of County government, provides modern public library services (under Chapter 2, Division 20 of the Education Code of the State of California) to cities and communities which desire such services.

The full range of library service includes the loaning of library materials such as books, periodicals, pamphlets, government publications, motion picture films, and sound recordings to individuals and/or organizations; reference and research service; readers advisory service; and a number of special events for specified age groups such as reading and film programs for children, young adults, etc.

A city may become a member of the Los Angeles County Library System by affirmative action of the City Council as outlined in Section 27154 of the Education Code. Any newly incorporated city may retain its membership in the Los Angeles County Library System. A city which is a member of the System may withdraw at any time by action of the City Council in accordance with Section 27155 of the Education Code.

The Los Angeles County Public Library System is financed by a library tax rate (entirely separate from Los Angeles County general government) which is levied equally upon taxable property within the service area. This tax rate is established annually by the Board of Supervisors and is based upon the County Library's annual budget. The tax is levied and collected in the same manner as all real property taxes collected by County government, except that a city may elect to levy the same rate as a city library tax and pay the proceeds into the Library fund.

At present, the Los Angeles County Public Library System is one of the busiest public library services in the nation. Under its operational mode and policy the County Library provides service to 43 of the County's 79 cities plus all the unincorporated territory except that included within the Palos Verdes and Altadena Library Districts. No contracts presently exist for full library service to any municipality.

Existing policy makes contractual service possible providing that such service is financed by in-lieu payment of funds at least equivalent to that which would be raised by levying of the County Library tax rate, providing that this is at least equal to the cost of service.



At the present time the Library System consists of 95 community libraries located throughout an area of approximately 3,240 square miles plus six bookmobiles to serve the desert and mountain areas. The Library also provides services to residents and inmates of 12 County institutions such as hospitals and jails.

The Los Angeles County Library System has a collection of more than four million books and over 340,000 titles. Each library contains one or more sets of the complete book catalog through which any title in the system is available to any user by request.

County Library service is, for operational efficiency and economy, divided into six geographic regions. At the center of each region's operation is the regional headquarters library housing a collection of 100,000 or more books. The regional headquarters library has three functions: (1) to act as the administrative and logistical center for the 11-17 community libraries in the region, (2) to provide basic library service to the local community and its immediate environs, and (3) to serve as a reference center and to back up the book collections of satellite libraries. Each of the regional libraries provides audio-visual services including sound recordings and motion picture films. Many libraries of the system also provide cassettes and records. Twelve of the larger libraries in the system have significant collections of U.S. Government publications. All regional libraries and a number of others are selective depositories for State and Federal publications. This makes available to the public a wide selection of valuable materials at no acquisition cost. Government publications are available in all regional libraries.

Most of the "behind-the-scenes" activities of the Library are concentrated at System Headquarters in the Los Angeles Civic Center. These are those activities which can best be concentrated at one location in the interest of efficiency and economy. These activities include the ordering and processing of books, centralized administration, accounting, personnel, and similar activities.

The success of the Los Angeles County Public Library System--it is able to economically serve a population of nearly two and one-half million people--results in large measure from its close cooperation with the cities and communities served. Each city in the system can realize the benefits of local influence while at the same time benefit by the broad tax base of a large system. The County Library system has the ability to "tailor make" library collections to meet the needs and requirements of the residents of the local community. It maintains contact with local reading needs and interests through Regional Library Councils, whose members, representing both cities and unincorporated areas, provide input to library administration. The community library staff is also encouraged to gain better understanding of their community through participation in its affairs.





MUNICIPAL SERVICES PROVIDED BY THE  
LOS ANGELES COUNTY REGIONAL PLANNING DEPARTMENT

The services provided by the County Regional Planning Department include processing of zone changes and variances as well as plot plans and subdivisions; providing advice to individual property owners with building problems, advising a wide range of city officials including the mayor, city manager, planning commission members, building superintendents and inspectors. Zoning enforcement also is provided contract cities but usually is handled by a specialized section of the Regional Planning staff.

Services are billed monthly to the cities and charges are based on a productive work hour plus overhead for work done during regular work hours. General county and departmental overhead are not charged for the planning advisor's night-time appearances before city councils or planning commissions. Mileage is charged at the regular County rate.

Presently, planning services are provided to 17 cities by staff members of the Regional Planning Department. Contracts are initiated by resolution of the city council and approved by resolution of the Board of Supervisors pursuant to the General Services Agreement. Services are renewed automatically with the renewal of the agreement providing the city has not taken prior action to cancel its request for services.

In addition to its regular planning advisory function, the Regional Planning Department also contracts for the development of a city's general plan or zoning and subdivision ordinances. Four cities have availed themselves of this service including Avalon, Cudahy, Maywood, and Palmdale. Financing has been through the Federal Government's 701 program in which two-thirds of the cost of the project is borne by the government and one-third by the city. The Department charges the city its actual costs to produce the master plan.

Special land-use studies relating to specific problems within cities such as best use of commercial zoning in central business districts or surveys of industrial areas to determine compliance with landscaping provisions of the city ordinance also have been made. Landscaping plans for highway median strips and entrances to cities are included in these types of specialized studies. As in all other work, charges are on a work-hour basis.



The "two-hat" concept of county-city contract services is particularly applicable to the Regional Planning Department. Flexibility is the key to the planning advisor's success on the job, since the advice he renders may often relate to highly controversial decisions that must be made by the planning commission, city council, or city manager. He therefore must be able to see planning problems through the eyes of the city official he services. The fact that many of our advisors have been able to do just this is proved by length of service on the job . . . in some cases ten or more years.





## SERVICES PROVIDED TO CITIES LOS ANGELES COUNTY ROAD DEPARTMENT

The County Road Department provides municipal services to cities under contractual agreements authorized and provided for by the County Charter and the California Government Code. These agreements are entered into by the Board of Supervisors of the County with each City Council requesting service.

Our work can be divided into three categories: engineering, construction, and maintenance. Of these three, the maintenance function is more diversified, more repetitive, and often more apparent to the city constituent than any of our other services. A city may contract for all or part of the services and capabilities of the Department.

### Engineering

Our engineering functions follow along the same lines as those which would be provided in most city public works offices except for those functions related to sewer, water, building and safety, which are handled by the County Engineer.

Although capital improvement engineering for new streets, bridges, and traffic signal installations require planning and scheduling in order to fit into the Department's work load, there are day-to-day activities which require immediate engineering response. These are the permits which are issued to property owners as well as to contractors and utility companies. These permits involve engineering designs for new curb, gutter, walk, driveways including base and paving. Also included would be permits for street cuts for underground utilities, house moving, and overheight and overwidth permits.

Subdivision plan checking and inspection, insofar as street construction and street drainage is concerned, is a daily function of this Department which is in much demand as a contract service. Most often our subdivision design engineer will work closely with the city's planning director in order that all necessary designs are made a part of the tract conditions. In nearly all cases, the cost of the engineering work is borne by the subdivider, not by the city.

Our traffic engineering functions cover a multitude of activities ranging from signal design of utmost sophistication to studies for speed limit posting, parking prohibitions and other regulatory sign posting. There are designs for new or modified traffic striping which may include left-turn lanes. Our traffic engineering specialists may also serve as staff consultants to City Managers or Administrators or may serve as a member of or advisory to the city's Traffic Commission.



## Construction

Construction projects will generally involve streets as well as traffic signals and street lighting. There are times when a city will have need for a bridge; most often vehicular, occasionally pedestrian, and rarely equestrian.

Following the preparation of plans and specifications, the City Council will advertise and award the contract. We will provide the surveying, construction engineering, laboratory testing, and coordinate the utility relocation. Also, we prepare monthly estimates for city progress payments. At the completion of the work, we make the final inspection and recommend acceptance to the City Council.

Often, when more than one city is involved, the Board of Supervisors will take jurisdiction, advertise, award, construct, accept the completed project, and then return jurisdiction to each city. This is not an unusual situation in Los Angeles County.

## Maintenance

Most City Managers and Administrators are acutely aware of street maintenance, its seasonal needs and its attendant costs. Streets require periodic repair and regular sweeping; occasional resurfacing or sealing according to their age and condition. Although today we think of ourselves as living in an asphalt jungle, weed abatement is a regular program both in contracting cities and in the County unincorporated area. Improved alleys also require repairing and sweeping.

The replacement of traffic striping and marking has a fairly regular pattern except that its need can be hastened by increased traffic or unusual weather conditions. The replacement of traffic signs and street name signs is generally due to accidents, vandalism or just ordinary wear.

In accordance with the Federal Highway Act of 1968 and the National Bridge Inspection Standard, annual bridge inspection is provided to 56 cities at no cost to the cities. Any repair necessitated as a result of these inspections can be performed by the Road Department upon request from the city.

During unusual winters, storm cleanup is a major function of our maintenance forces in contract cities. During severe storms, the threat to both public and private property is greater than most cities are prepared to withstand. When an emergency arises, the County will move in, upon city request, in those cities not covered by contractual agreement.





Last but not least are the special services provided on off-street city-owned property. Construction and maintenance work has been done in city parks and at city hall sites. City-wide cleanup campaigns are being scheduled regularly in many communities.

In summary, it can be said that under the contract system any city may have available for its use the full resources of a 1,700-man department possessing engineering skill, construction know-how, and all the necessary specialized equipment, manned and ready for any job. It is important to remember that under the contract system, the city pays only for the service it requests and uses, and the level of service is solely a city determination.



SERVICES PROVIDED TO CITIES  
LOS ANGELES COUNTY SHERIFF'S DEPARTMENT

Contract law enforcement, a unique concept involving the provision of complete law enforcement service to a municipality, through contractual arrangement with the County, was first attempted in California within the incorporated City of Lakewood.

From its inception with the incorporation of Lakewood on April 16, 1954, the program, administered by the Los Angeles County Sheriff's Department, has expanded to include 29 of the County's 79 incorporated cities.

The 1976-77 annual cost of one General Law patrol car unit around the clock (one shift; one-man car; two shifts; two-man car) is \$364,929. The rate is adjusted annually on a fiscal-year basis to reflect only those costs which are attributable to providing service to the cities. The annual review is computed by the County Auditor-Controller.

Specialized service, such as highly successful educational programs, is also available to contracting cities. These programs involve the assignment of a Deputy Sheriff to the teaching staffs of local schools in elementary through adult education levels. One such program, called "Student and the Law", was recognized in 1968 with an award from the Freedoms Foundation at Valley Forge.

A beneficial service available to cities is the Sheriff's Department helicopter patrol. Six cities are presently contracting for this service, and six cities contract for Deputy observers in the Lakewood Region Sky-Knight program.

Establishment and continuation of contract law enforcement service involves four basic steps: (1) the initial request for service made by the city; (2) the contract agreement itself; (3) the formal request and distribution of requested services following consultation with the Sheriff; and (4) the request for additional law enforcement service by the city as the need arises.

Unless terminated, city-County contracts run for a period of five years and are renewable for successive periods of not to exceed five years each. If notification of a desire to renew is not received by the County from the city, the agreement will terminate at the end of a five-year period.

Conditions of termination are contained within the contract and provide that either party may terminate the agreement upon notice in writing to the other party not less than two calendar months prior to July 1 of any year. The city may also terminate an agreement upon notice in writing to the County within 60 days following written notification by the County of an increase in the law enforcement service rate.





The County Auditor-Controller determines the cost of police services provided under contract based on a costing methodology approved by the County Board of Supervisors. Direct costs of operation, direct overhead which is specifically related to line service units, and general overhead expenses are included in contract charges. The costing methodology involves a complex system of line item accounting which allocates all the costs of the Sheriff's operation to specific services provided by the Sheriff. The total cost of providing a particular service is then divided by the number of service units to provide a per-unit cost.

As with any program of this magnitude, coordination is of paramount importance. The responsibility for coordinating the activities of all County departments furnishing contract services to cities rests with the County-City Coordinator, who is assigned to the Special Services Division of the Chief Administrative Office. A similar position, held by an Inspector, exists within the Sheriff's Department to facilitate the coordination of services provided by that Department.

Information relative to the services available from the County, in general, may be obtained from the Chief Administrative Office, while information concerning law enforcement service may be obtained from any Sheriff's Station Commander or the Inspector assigned to Community Services, Special Services Division, Sheriff's Department, Hall of Justice, 974-4164.

Contract law enforcement has proved to be a big step forward in reducing the problems of overlap and duplication with their attendant loss of efficiency and economy. It has provided many cities with the means of dealing with the spiralling crime problem on an area-wide basis while still allowing them to retain local autonomy.



SERVICES PROVIDED TO CITIES  
DEPARTMENT OF THE TREASURER AND TAX COLLECTOR

Other than the statutory services provided the cities of the County such as tax collection, health license collection, etc., there are three types of service available to cities. These three services, business licenses, improvement district bonds and transient occupancy tax are available through a General Services Agreement. These services are briefly outlined as follows:

Business License Services

The Treasurer and Tax Collector is able to offer any city an entire licensing program or a portion. Under a program like this, the Tax Collector will merely perform the degree of licensing services required along the lines that reflect the desire of the city concerned.

The city will specify (1) which licenses would require referrals to various city departments for regulatory purposes, (2) which ones could be issued directly upon receipt of the fees or (3) which ones would require approval of the City Council or City Clerk, etc.

The County licenses for regulatory purposes only; however, the city licenses may include a gross receipts tax or other revenue-raising measures along with regulatory provisions. The city must adopt a license ordinance or could adopt the County's ordinance. These services are entered into by means of individual contracts. The rates for license services are based upon the volume and types of licenses handled. If a referral to a city or county regulatory agency is made, the charge to the city per license is higher. Renewals of licenses without referrals are less expensive. Billing is made monthly at the same time the collections are turned over to the city. Termination of the services by the city can be phased out at the city's discretion; however, the contract should be on a fiscal-year basis.

This program is handled by the License Division of the County Treasurer and Tax Collector.

Improvement District Bond Services

This program provides for the servicing and collection of city improvement district bonds from their inception to their maturity. This service includes all billing, collection and disbursement procedures.





The cost of this service is paid by the property owner when the improvement bond is formulated. There are no direct charges to the city for the service. There is a provision to take over the servicing of bonds already in effect when a city enters the program. The charges are based on an hourly rate plus the cost of supplies and postage for the service. For this service the billing would be approximately twice a year when the bonds are serviced.

These services are entered into by adding a rider to the general service agreement. Termination by the city could be at their convenience; however, such termination should avoid payment dates.

These contracts are serviced by the Redemption and Improvement Bonds Division of the Treasurer and Tax Collector.

#### Transient Occupancy Tax Services

This service is available on the same basis as the business license. This service is initiated by the city adopting an ordinance requiring a bed tax and requesting the service from the County pursuant to the general service agreement.

The fee is based on items collected; however, delinquent accounts requiring enforcement action and prosecution in the courts require increased fees. Billing is quarterly as are collections. Termination would require a 30-day notice. This service is provided by the License Division of the Treasurer and Tax Collector's Department.

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